Logistics Human Capital Management/Planning - The Logistics Workforce Challenge

Frank J. Anderson, Jr.
President
March 22, 2007
DAU – Not your father’s Chevrolet
(or Chrysler)

“Old Brand” Name - DSMC

1987 Model

- Rigid framework – limited locations, insufficient remote-site training
- Limited transmission – primarily resident courses
- Underpowered courses – limited scope and depth
- High ownership costs – cost per student, cost per learning hour

Turbocharged by the PLM – Knowledge Sharing, Continuous Learning, Performance Support

2007 Model

- Improved Onboard Diagnostics: Metrics that Matter; DataMart
- New Navigation Systems: AT&L Certification Tracks, Core Plus
- Flexible framework – multiple regional campuses, on-site learning, learning at point of need
- Falling ownership costs – triple the throughput at no additional costs

- Variable transmission – resident, distance learning, FOLE

High ownership costs – cost per student, cost per learning hour
AT&L Human Capital Strategic Plan V1.0

Published June 13, 2006

Goal 1 – Align and fully integrate with overarching DoD human capital initiatives
- Performance Management
- Competencies

Goal 2 – Maintain a decentralized execution strategy that recognizes the components' lead role and responsibility for force planning and workforce management.
- Position Category Description
- Workforce Count

Goal 3 – Establish a comprehensive, data-driven workforce analysis and decision-making capability
- “Data Green Initiative

Goal 4 – Provide learning assets at the point of need to support mission-responsive human capital development
- “Core Plus”
- Demand Management

Goal 5 – Execute DoD AT&L workforce communications plan that is owned by all AT&L senior leaders (One Team, One Vision, A Common Message, and Integrated Strategies.)
### AT&L Workforce by Generations

**As of September 30, 2005**

<table>
<thead>
<tr>
<th>Generation</th>
<th>Workforce (millions)</th>
<th>% Workforce</th>
<th>Workforce</th>
<th>% Workforce</th>
<th>Workforce</th>
<th>% Workforce</th>
</tr>
</thead>
<tbody>
<tr>
<td>Silent Generation</td>
<td>11.5</td>
<td>7.5%</td>
<td>65,099</td>
<td>9.5%</td>
<td>10,185</td>
<td>8.7%</td>
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<tr>
<td>(born before 1946)</td>
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</tr>
<tr>
<td>Baby Boomers</td>
<td>61.5</td>
<td>42.0%</td>
<td>435,871</td>
<td>63.5%</td>
<td>81,385</td>
<td>69.3%</td>
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<tr>
<td>(1946-64)</td>
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</tr>
<tr>
<td>Generation X</td>
<td>43.5</td>
<td>29.5%</td>
<td>124,509</td>
<td>18.1%</td>
<td>17,571</td>
<td>15.0%</td>
</tr>
<tr>
<td>(1965-76)</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Generation Y</td>
<td>31.5</td>
<td>21.0%</td>
<td>61,372</td>
<td>8.9%</td>
<td>8,217</td>
<td>7.0%</td>
</tr>
<tr>
<td>(1977-89)</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Millennium</td>
<td>51.0</td>
<td>0%</td>
<td>0</td>
<td>0%</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>(1990- present)</td>
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</table>

<table>
<thead>
<tr>
<th>National*</th>
<th>DoD**</th>
<th>Civilian AT&amp;L Workforce***</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

**Notes:**

* Source: Amour, Stephanie “Generation Y They’ve Arrived at Work with a New Attitude” USA Today, Nov 7, 2005, 18-28

**Source:** OSD P&R Report: DoD Civilian Workforce Statistics/DoD Demographics/May 2006 Edition

***Source:** DMDC FY05 AT&L Workforce Count/AT&L workforce data contains 389 files with null for age
Acquisition Logistics Workforce Numbers: Rise and Fall with AT&L Workforce Numbers

2. [80-92 GAO 96-46 (excerpt p7)]; [93-97 GAO 98-127]; [98 DPAP]; [99-04 DoD IG D-2006-073 p9].
3. 85-95 DPAP; 99-04 DOD IG D-2006-073; 05 AWCM.
4. 87-90 projection; 92-97 as reported to Congress; 98 extrapolated; 99-2005 from DMDC/DAU data mart.
Logistics AT&L Workforce
(1999 through 2005)

Number of AT&L Logistics Workforce Members

<table>
<thead>
<tr>
<th>Year</th>
<th>1999</th>
<th>2000</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
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</thead>
<tbody>
<tr>
<td>FY 1999</td>
<td>6,491</td>
<td>5,541</td>
<td>7,492</td>
<td>9,523</td>
<td>9,345</td>
<td>10,553</td>
<td>12,493</td>
</tr>
</tbody>
</table>

Life Cycle Log is 9% of total AT&L workforce

Life Cycle Log is 1% of total Logistics workforce
DAU Logistics and Sustainment

Formal Training

FY 07 Life Cycle Logistics Courses

- Prerequisite Level I Certification
- Level II Certification
- Level III Certification

NOTE: There are NO prerequisites for LOG235A

LOG-101
LOG-201A
LOG-235A
LOG-304

Acquisition Fundamentals

Intermediate Logistics Performance

Intermediate Logistics Systems

Intermediate Logistics Acquisition Systems

Executive Life Cycle Logistics

Continuous Learning

- Currently 12 Logistics modules with seven more coming in 2007
- Over 21,000 graduates to date

A&BA&B

Utilizing all aspects of the PLM to equip the Logistics workforce to:
- Design for Support
- Design the Support
- Support the Design

Performance Support

- Workshops, Targeted Training, Roadshows, Consulting
- Almost 7000 hours of Performance Support by LOG Faculty in FY06

Community of Practice (LOG CoP)

- Over 1 million in the Logistics workforce (12K in the AT&L Logistics workforce).
- 416,421 “hits” on the LOG CoP in FY06

Ready for the tsunami of next generation Logisticians . . . they will need to be trained!
Summary

- Can not transform logistics without transforming logisticians
- Logistics workforce is huge, diversified, and does not have well defined human capital strategies
- Human Capital Strategic Planning is an important element of overall strategic planning
- Must not be done in a vacuum
  - Must link to DoD corporate and functional strategic planning
  - Must fit with DoD Components’ efforts
- More than just a personnel numbers exercise
- Must understand operational and business model